

~~SECRET~~*Manpower*

15 August 1984

NOTE FOR: Executive Officer, Office of Personnel

SUBJECT: Review of DDO Manpower Projections Paper

REFERENCE: Memo for ADDO to ExDir dated 13 June 1984

1. As requested, I compared the information from the DDO projections paper with my stuff and come up with the observation that it seems to be a collection of information that really doesn't focus on specific issues. The data presented seems to be generally correct, having been extracted from HRPS and I&AB reports. There are a few computational errors made when the data we gave them was recombined, but nothing of significant consequence.

Office vs. Career Service Attrition:

2. Office (or organizational) attrition shows the net manpower gain or loss of an organizational element, generally expressed as an annual percentage of the organizations's beginning-of-year strength. An example would be the Office of Personnel with a strength [] Career Service attrition, however, shows the net manpower gain or loss of a Career Service (or Panel), generally expressed as an annual percentage of the Career Service beginning-of-year strength. An example would be the "MP" Career Service with a strength [] While "Office" attrition measures the additions and deletions from the Office Staffing Complement, no matter what Career Service they belong to; Career Service attrition measures the additions and deletions from a specific service designation, no matter what staffing complement they occupy. Since all Agency manpower controls are organizationally based, organizational attrition is estimated to assist managers to live within these ceilings. Since Agency recruitment is based on Career Service requirements, Career Service attrition is estimated to help obtain the proper EOD mixture. Since the intent of this paper is to address future DO skills, historical Career Service attrition provides the most pertinent information.

3. The information on occupational group overages and underages provided in Attachment #1 is obviously dependent upon which occupations are included in the groups. I did the same kind of break-out in May 1984 (using an Ops Officer combination approved by C/CMS) and showed a current deficit [] Operations Officers. This was balanced by an overage [] clericals. However, both my review and the DDO paper show a DDO manpower imbalance which is slowly improving.

4. In summary, the referenced paper seems to ramble on without focus, and provides a landslide of figures which are generally correct but subject to a great deal of interpretation.

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13 JUN 1984

MEMORANDUM FOR: Executive Director

FROM: [REDACTED]
Associate Deputy Director for Operations

SUBJECT: Projections of Manpower Needs, Retention and Availability

REFERENCE: Your Memo, Same Subject, dated 14 May 1984

1. By way of preface to the data which follows, in response to reference, it must be noted that Directorate of Operations (DO) manpower requirements cannot be adequately defined in terms of skills. The preponderant occupation in the DO (Operations Officer) requires personnel equipped with attitudes and aptitudes which lend themselves to adaptation in a foreign environment. Our requirement for mobility and flexibility is difficult to state in terms of skills; yet it is among the most important of our selection criteria. This will also be true for the foreseeable future. We must assume that basic professional skills such as the ability to write, verbalize, brief, analyze and research are givens; and that high standards for those skills will be maintained in addition to the special skills outlined below and in the attachments to this memo.

2. Attachment 1 lists those skills which are currently represented in the DO work force, quantified where possible, by occupational category. Asteriks in this attachment indicate hard-to-get categories.

3. Attachment 2 lists those skills which will be needed in the late 1980's and early 1990's. This data is impossible to quantify with any degree of accuracy; however, the list contains only those skills for which the DO foresees an increased requirement. A separate, but related issue is that of specialized in-house development of skills. Operations tradecraft, for example, is a skill we cannot expect to find in applicants. We will always be required to provide and develop that particular skill to otherwise qualified applicants. Knowledge of, and familiarity with, automated data systems will have to be supplemented with extensive training in our unique and tightly compartmented systems. We should at some point determine the level of skills we can reasonably expect from potential applicants and develop a systematic approach to augmenting that level to meet our requirements.

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4. DO experience with attrition is grossly distorted because of significant events such as the 1977/1978 reduction exercise. Our attempts to return to a reasonable staffing posture, while fairly successful, will not yield the level of experience we need to meet demands on our intelligence collection, covert action, and counterintelligence capabilities for at least two or three years. In the meantime, attrition rates which have been relatively low since 1978 are beginning to return to more normal levels (see attachment 4). By 1988, barring unforeseen events, such as a major change in retirement benefits, we should have a relatively stable attrition rate and a concomitantly stable recruitment requirement.

5. In summary, manpower projections for the Directorate of Operations are heavily dependent on congressional and administration attitudes as well as world events. Our experience has been full of peaks and valleys in availability of resources as well as demands on our capabilities. Rarely have demands and resources peaked at the same time. This report is an effort to address only those trends we recognize today.

Attachments:
As Stated

25X1 Orig: C/CMS/MSB/C [] 13 June 1984

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Attachment II

Skills (disciplines) needed in DO during late 1980's and early 1990's.

Economics - emphasis on international trade and third world economics

Languages - emphasis on "hard" language (Chinese, Arabic, Russian, etc.)

High-tech - emphasis on multi-discipline, systems integration, physics, nuclear weaponry, satellites, etc.

ADP - will be required of all applicants to varying degree. Clericals, Technicals, and Officers will need basic skills. Information Resources Managers will need advanced education and/or training in automated systems with emphasis on systems security.

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Attachment III

Directorate of Operations experience with attrition.

1. Dual careers. Of major concern is the preponderance of dual-income families which face a significant loss of income through overseas assignments. It will never be feasible to accommodate these employees with tandem assignments across the board. Factors which impact on foreign and domestic assignment planning are already becoming complex and voluminous. The added factor of spouse employment at an appropriate level compounds those factors immensely. We are struggling with case-by-case accommodations, but will soon have to develop a sound and equitable policy on this issue.

2. Personal Safety. The increase of terrorist acts and instability of many foreign governments are major factors confronting employees who are required to commit themselves, and their families, to a career which requires a preponderance of overseas tours.

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4. Family Considerations. Miscellaneous factors such as the availability of drugs and alcohol overseas to dependent children, inconsistent quality of schooling and medical facilities, periodic disruption of social and family ties, etc., are not new, but we find the modern work force has stronger feelings about these factors and "quality of life" in general.

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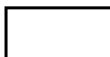
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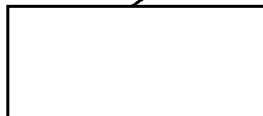
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REMARKS

STAT



The Dirpen is interested in knowing how the DDO stats compare to yours. Also, what is the difference between Office and Career Service? Maybe non-DO people rotating out? But why is that significant to them? Thanks for the help.



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3. <i>EXO: Send to</i> <i>Hani</i>			
4. <i>does it compare to his stuff?</i> <i>What's</i>			
5. <i>the difference between</i> <i>Office</i> <i>Service</i>			

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